



Amended Special Meeting

Monday, September 15, 2025, 2:00 PM

COMMISSIONERS

Joshua Alpine
Chair
(Special District)

Anthony DeMattei
(County)

Whitney Eklund
Vice Chair
(City)

Judy Friedman
(Special District)

Cindy Gustafson
(County)

Sean Lomen
(City)

Susan Rohan
(Public)

ALTERNATE COMMISSIONERS

Shanti Landon
(County)

Cherri Spriggs
(Public)

Scott Wilson
(Special District)

Stephanie
Youngblood
(City)

COUNSEL

Michael Walker
General Counsel

STAFF

Michelle McIntyre
Executive Officer

Amanda Ross
Acting Assistant
Executive Officer

Amy Engle
Commission
Clerk/Analyst

This meeting will be open to in-person and virtual attendance.

Commission members may attend the meeting in person or remotely.

Commissioner Friedman: 905 North Lake Boulevard, Tahoe City, CA
96145

Placer County Administrative Building – Board of Supervisors'
Chambers
175 Fulweiler Avenue Auburn, CA 95603

To attend remotely via Zoom:

Online: <https://placer-ca-gov.zoom.us/j/92704893711>

By telephone: +1 888 788 0099 (Toll Free) or 877 853 5247 (Toll Free)

Webinar ID: 927 0489 3711

AGENDA

1. CALL TO ORDER AND SALUTE TO THE FLAG
2. ROLL CALL
3. REPORTS FROM STAFF
4. CHANGES AND APPROVAL OF THE AGENDA
5. PUBLIC COMMENTS

This is an opportunity for the public to speak to the Commission on any subject within its jurisdiction that is not on today's agenda. You *may* (but are not required to) submit a speaker card before the first speaker is called, and comments are limited to 3 minutes. Items from the public will be considered without discussion by the Commission and may be referred to staff.

6. CLOSED SESSION ATTENDANCE

The Commission will determine whether the alternate commissioners have an “essential role to play” in the following closed session items and thus may attend the closed sessions.

7. CLOSED SESSIONS

A. PUBLIC EMPLOYMENT (Gov. Code § 54954.5(e))
Title: Executive Officer

B. PUBLIC EMPLOYEE APPOINTMENT (Gov. Code § 54954.5(e))
Title: Interim Executive Officer

8. BUSINESS ITEMS

A. Interim Executive Officer and Staffing Support Contract – The Commission will consider approval of a contract for an Interim Executive Officer and other staffing support for a term and not-to-exceed amount to be determined by the Commission.

9. COMMISSIONER COMMENTS

This is an opportunity for Commissioners to comment on issues not listed on the agenda, if the subject matter falls within the Commission’s jurisdiction. No discussion or action may take place unless the item is scheduled for a future meeting and approved by the majority of the Commission.

10. ADJOURNMENT

The next Commission meeting is scheduled for Wednesday, October 8, 2025, at 4:00 PM.

PUBLIC ACCESS AND PUBLIC COMMENTS INSTRUCTIONS

Materials related to an item on this agenda are available for public inspection at the LAFCO office, 110 Maple Street, Auburn, CA, during regular business hours and on LAFCO’s website at <https://www.placerlafcoca.gov/>

LAFCO regular meetings are held in person and virtually. Meeting recordings are posted online within a week following the LAFCO meeting.

Members of the public may submit their comments in written form to the Commission via U.S. mail to Placer LAFCO's office or via email to lafco@placer.ca.gov. Please indicate the agenda item number, if any. If you want your comments read into the record, please indicate so in the subject line and limit the comments to no more than 500 words. For public hearings, the Chair will announce the opening and closing of the public hearing. The Chair will call for oral public comments. Please limit your comments to 3 minutes.

AMERICAN DISABILITY ACT COMPLIANCE

In compliance with the Americans with Disabilities Act, if you are a disabled person and need a disability-related modification or accommodation to participate in this meeting fully, please contact Amy Engle, Commission Clerk, at (530) 889-4602 or aengle@placer.ca.gov. Requests must be made as early as possible and at least two business days before the start of the meeting.

CAMPAIGN CONTRIBUTION DISCLOSURE

If you wish to participate in any proceeding involving a change of organization, reorganization, or other entitlement, you are prohibited from making a campaign contribution of more than \$500 to any Commissioner or Alternate Commissioner as described in Government Code section 84308. This prohibition begins on the date you begin to actively support or oppose an application pending before LAFCO and continues for 12 months after LAFCO renders a final decision. No Commissioner or Alternate Commissioner may solicit or accept a campaign contribution of more than \$500 from you or your agent during this period if the Commission or Alternate Commissioner knows or has reason to know that you will participate in the proceeding. If you or your agent have contributed more than \$500 to any Commissioner or Alternate Commissioner during the 12 months preceding the decision, that Commissioner or Alternate Commissioner must disqualify himself or herself from the proceeding. However, disqualification is not required if the Commissioner or Alternate Commissioner returns the campaign contribution within 30 days from the time the Commissioner or Alternate Commissioner makes any decision, or knows, or should have known, about the contribution and the proceeding, whichever comes last.



Placer County Local Agency Formation Commission
110 Maple Street Auburn, CA 95603 | (530) 889-4097

Check out our new website!: <https://www.placerlafcoa.gov/>

COMMISSIONERS STAFF REPORT

Joshua Alpine
Chair
(Special District)

DATE: September 15, 2025

Anthony DeMattei
(County)

TO: Members of the Commission

Whitney Eklund
Vice Chair
(City)

FROM: Josh Alpine, Chair
Whitney Eklund, Vice Chair

Judy Friedman
(Special District)

Cindy Gustafson
(County)

SUBJECT: Interim Executive Officer and Staffing Support Contract

Sean Lomen
(City)

Susan Rohan
(Public)

BACKGROUND

ALTERNATE COMMISSIONERS

Shanti Landon
(County)

Cherri Spriggs
(Public)

Scott Wilson
(Special District)

Stephanie
Youngblood
(City)

On August 13, 2025, Executive Officer Michelle McIntyre submitted notice of her resignation. At the Commission's September 10, 2025 meeting, the Commission delegated to the Chair and Vice Chair of the Commission the authority to review candidates for the position of Interim Executive Officer and make a recommendation to the Commission at a future meeting.

DISCUSSION

COUNSEL

Michael Walker
General Counsel

The Commission received proposals from two highly qualified applicants for the Interim Executive Officer role. The Chair and Vice Chair recommend the Commission enter into a contract with Planwest Partners, Inc. for Interim Executive Officer and staffing support services, with Colette Santsche to serve as Interim Executive Officer.

STAFF

Michelle McIntyre
Executive Officer

Amanda Ross
Acting Assistant
Executive Officer

Amy Engle
Commission
Clerk/Analyst

Planwest Partners, Inc. provides staffing services for a number of LAFCOs in Northern California. In addition, Ms. Santsche currently serves as Executive Officer for Humboldt and Trinity LAFCOs. The attached proposal demonstrates a depth of staffing and a breadth of knowledge that will provide valuable staff support to shepherd Placer LAFCo through the process of maintaining existing services while working through the process of hiring a permanent Executive Officer.

The proposal includes additional staff to provide staffing services to Placer LAFCo to support existing staff as necessary.

RECOMMENDATION

The Chair and Vice Chair recommend the Commission authorize the Chair to enter into an agreement, subject to approval as to legal form by LAFCO legal counsel, with Planwest Partners, Inc. for Colette Santsche to serve as Interim Executive Officer and for the provision of staffing services as needed for a term of up to six months at a not-to-exceed amount of \$125,000, at the hourly rates set forth in Attachment 1.

ATTACHMENT

- 1) Proposal from Planwest Partners, Inc. – Interim Executive Officer & Analyst Services (dated September 9, 2025)



Proposal Submitted to
Placer Local Agency
Formation Commission

September 9, 2025



**Interim Executive Officer &
Analyst Services**

September 9, 2025

Placer Local Agency Formation Commission
110 Maple Street
Auburn, CA 95603

RE: Interim Executive Officer and Analyst Services for Placer LAFCo

Planwest Partners Inc. is pleased to submit this proposal to provide Interim Executive Officer services to Placer LAFCo. This proposal is intended to support the Commission in maintaining continuity of operations and advancing its adopted workplan during the transition following the departure of the existing Executive Officer. Our team specializes in LAFCo services and special studies, delivering clear and concise assessments of agency services and preparing determinations that inform governance models and operational improvements.

We currently provide staffing services for four LAFCOs in Northern California—Del Norte, Humboldt, Trinity, and Shasta Counties. Through these contracts, our team has developed extensive knowledge of the procedural requirements of the Cortese-Knox-Hertzberg Local Government Reorganization Act (CKH Act). We routinely prepare staff reports and recommendations for reorganizations, formations, municipal service reviews (MSRs), sphere of influence updates (SOIs), and other matters under LAFCo jurisdiction.

Planwest is also an active member of the California Association of Local Agency Formation Commissions (CALAFCO). Our staff regularly participate in statewide discussions and have presented at multiple CALAFCO staff workshops, sharing lessons learned and best practices from across California.

Alignment with Commission Workplan

Planwest understands that the Commission is in a period of organizational transition. We are prepared to step in to ensure daily staffing needs are met and priority projects remain on track. As noted in the Commission’s 2025–2026 Workplan Progress Report, several new and ongoing projects—such as the Disadvantaged Unincorporated Communities (DUC) Mapping Project, the Town of North Tahoe proposed incorporation, and high-priority service reviews and sphere of influence updates—require near-term staff attention. Planwest will coordinate closely with current staff, contractors, and the Commission to provide the interim leadership necessary to keep these projects advancing, while also supporting administrative tasks and maintaining continuity of operations.

Relevant Experience

In addition to our considerable staffing experience, our team has prepared numerous MSR/SOI updates for LAFCOs statewide, as well as feasibility studies and reorganization applications for a range of agencies. Recent projects include MSR/SOI updates for multiple fire protection districts in El Dorado County and several water districts in Sacramento County (Carmichael, Sacramento Suburban, and Del Paso Manor), as well as a Plan for Services that supported the consolidation of Del Paso Manor into Sacramento Suburban. We have also worked closely with consultants currently under contract with Placer LAFCo for MSR/SOI updates, giving us direct experience collaborating in the same consultant environment that supports the Commission today.

Proposed Interim Executive Officer

For the role of Interim Executive Officer, we propose Principal Planner **Colette Santsche, AICP**, who currently serves as Executive Officer for Humboldt and Trinity LAFCOs. Colette has processed more than 35 boundary change applications and prepared numerous municipal service reviews and sphere updates, including both agency-focused and regional/service-specific reviews. She brings proven facilitation skills, particularly with large and complex reorganizations, and works closely with agencies to develop tailored, practical solutions for the provision of municipal services.

In addition, **Krystle Brogna, Senior Planner**, who currently serves as Executive Officer for Shasta LAFCo, will provide support, along with other Planwest team members who bring analytical, administrative, and GIS expertise as needed.

We are pleased to submit this proposal for Interim Executive Officer and Analyst services and welcome the opportunity to discuss how Planwest can support Placer LAFCo during this transition.

Sincerely,

Colette Santsche

Colette Santsche, AICP
Principal Planner/ Partner
Planwest Partners, Inc.
colettem@planwestpartners.com
o: 707-825-8260

Krystle Brogna

Krystle Brogna, AICP
Senior Planner
Planwest Partners, Inc.
krystleh@planwestpartners.com
c: 530-919-5093

FIRM SUMMARY AND QUALIFICATIONS

Planwest Partners, Inc.

Planwest Partners is a community planning consulting firm based in Arcata, CA, serving California communities since 1997. As trusted partners, we deliver practical planning, environmental, and economic expertise to help our clients achieve positive outcomes and build stronger, more resilient communities. By understanding client objectives and fostering meaningful relationships, we combine creativity, teamwork, and expertise to drive impactful solutions.



A small business enterprise and women-owned firm, Planwest is led by majority owners Vanessa Blodgett and Colette Santsche, alongside founder George Williamson. Our multidisciplinary team of planners, economists, GIS specialists, and technical staff provides comprehensive services to cities, counties, regional and tribal governments, special districts, and private industry.

Planwest specializes in:

- LAFCo Staffing - Executive Officer, Clerk, & Analyst services
- MSR/SOI Updates; Reorganization Studies; Plan for Services & Reorganization Application Assistance
- Planning & Policy - General & Specific Plans, Strategic Planning, Housing Elements
- Environmental & Permitting - CEQA/NEPA Compliance, Permitting & Infrastructure Planning
- Community Engagement - Outreach, Meeting Facilitation, Grant Writing
- GIS & Data Analysis - Mapping, Feasibility Analysis, Resource and Hazard Planning

With extensive LAFCo experience across multiple counties, we work closely with local agencies to evaluate services, assess community needs, and guide MSR/SOI updates and complex reorganization proposals.

Through a collaborative process, we ensure informed decision-making, sustainable governance, and efficient service delivery. At Planwest, we are committed to delivering innovative, effective, and actionable planning solutions tailored to each client's unique circumstances.

PROPOSED STAFFING

Staffing Availability

Our team consists of experienced LAFCo professionals from Planwest Partners. Colette Santsche, AICP, Principal Planner, is proposed as the Interim Executive Officer. Krystle Brogna, AICP, Senior Planner/Analyst will work closely with Colette to assist with management of existing LAFCo projects and staffing transition tasks. Additional staff that may be utilized to provide staffing services include Associate Planner Sarah Wickman, Assistant Planner Amber Chung, and GIS Analyst Louis Choy.

Planwest Statement of Qualifications for Interim Executive Officer Services



Colette Santsche, AICP, Principal / Partner

Colette Santsche is a certified planner and Principal at Planwest Partners with over 15 years of experience working with LAFCos, cities, special districts, and other public sector clients. She currently serves as the Executive Officer for Humboldt and Trinity LAFCos, where she coordinates with public agencies on service delivery and capacity development while managing LAFCo's planning, policy, and regulatory priorities.

Colette has processed over 35 boundary change applications and prepared numerous municipal service reviews and sphere updates, including both agency-focused and regional/service-specific reviews. She previously served as project manager for the consolidation of four fire agencies in eastern Plumas County, facilitating the formation of a new regional fire protection district, supported by a special tax measure and property tax exchange agreement to ensure long-term sustainability.

Colette is also an active participant in the Humboldt County Fire Services Working Group, collaborating with the Fire Chiefs Association to develop service sustainability models through formation, annexation, and consolidation strategies that rely on voter-approved funding measures. She serves as a technical assistance provider for the North Coast Resource Partnership, supporting water, wastewater, and fire service capacity planning.

With extensive experience in LAFCo staffing and public agency coordination, Colette brings a deep understanding of the procedural and fiscal considerations involved in boundary change and service proposals. She works closely with elected officials and agency staff to enhance governance structures, improve service delivery, and strengthen the long-term resilience of communities across Northern California.



Krystle Brogna, AICP, Senior Planner / Executive Officer

Krystle has over 10 years of experience in local and regional planning activities ranging from CEQA documentation and natural resources planning to regional and local municipal services planning. She is the Executive Officer for Shasta LAFCo and acts as Clerk/Analyst for Humboldt and Trinity LAFCos. In these roles, she regularly leads meetings and presents to governing bodies on a wide range of topics. She is responsible for managing the preparation of MSR/SOI updates and processing applications for changes of (re)organization, including the recent Arcata

Fire Protection District Reorganization. She has managed the preparation of several MSR/SOI Updates for Sacramento and El Dorado LAFCos and recently led the development of a reorganization application for Sacramento Suburban Water District and Del Paso Manor Water District. She is also well versed in CEQA/NEPA requirements and has prepared Initial Studies, Mitigated Negative Declarations, Focused Environmental Impact Reports, and Addendums as well as supporting NEPA crosscutter documentation.

WORK EXPERIENCE AND REFERENCES

Trinity LAFCo Staffing Services and MSR/SOI Updates

Planwest, acting as contract staff for Trinity LAFCo, regularly prepares MSR/SOI Updates for agencies in Trinity County. Recent reviews have included the Trinity PUD, which provides electric generation and distribution services to much of the county, Post Mountain PUD which primarily provides fire and emergency response services along with limited road maintenance, Trinity County Waterworks District #1, and various fire service providers. Each agency has its own unique system of management and service delivery. As LAFCo staff, Planwest strives to present often detailed and service specific terminology, in a way that is easy to understand for the general public.

Contact: Jill Cox, Commission Chair
Address: P.O. Box 1613, Weaverville, CA 96093
Phone/Email: (530) 623-1217/ jcox@trinitycounty.org
Completion: Ongoing
Project Manager: Colette Santsche, AICP
Documents: [Trinity LAFCo MSR/SOI Updates](#)

Humboldt LAFCo Staffing Services & MSR/SOI Updates

Planwest, acting as Humboldt LAFCo staff, regularly prepares MSR/SOI Updates for a variety of agencies. Recent reviews have included the South County Regional Water and Wastewater Providers MSR/SOI Update which included the Garberville Sanitation District, Resort Improvement District #1, Redway CSD, and numerous others. A review of the City of Eureka is currently in progress which highlights the City's full suite of services with a special emphasis on wastewater facility status and planning. As staff, Planwest is also responsible for processing applications for changes of organization such as the current Kneeland FPD Goodwill Annexation and the Humboldt CSD North McKay Annexation. Staff also actively participates in McKinleyville Incorporation exploration and feasibility discussions, as well as regional fire services planning which has led to a number of successful reorganizations, annexations, and formations.

Contact: Troy Nicolini, Special District Member
Address: 1982 Gass St. Samoa CA, 95564 (Peninsula CSD)
Phone/Email: (707) 443-9042/ troy.nicolini@gmail.com
Completion: Ongoing
Project Manager: Colette Santsche, AICP
Documents: [Humboldt LAFCo MSR/SOI Updates](#)

City of Anderson MSR/SOI Update

Planwest Partners, acting as contract staff for Shasta LAFCO, prepared the City of Anderson MSR/SOI Update. The City of Anderson has a population of approximately 11,300 and provides a full range of municipal services including long range planning, water, wastewater, stormwater drainage, police, and more. Planwest worked closely with City staff to review the boundary and sphere, collect data on services, and present findings to the full Commission. The MSR/SOI process also included collaboration with the State Board of Equalization to review past annexations and correct the City's boundary near their wastewater treatment facility.

Planwest Statement of Qualifications for Interim Executive Officer Services

Contact: Joey Forseth-Deshais
Address: 1887 Howard Street, Anderson, CA 96007
Phone/ Email: (530) 378-6646/ jforseth@ci.anderson.ca.us
Completion: December 2024
Project Manager: Krystle Brogna, AICP
Document: [City of Anderson MSR/SOI Update](#)

Sacramento LAFCo Water District MSR/SOI Updates

Planwest was retained by Sacramento LAFCo to conduct and MSR/SOI Updates for the Carmichael Water District (CWD), Sacramento Suburban Water District (SSWD), and Del Paso Manor Water District (DPMWD). These three districts provide water services to a substantial portion of the Sacramento region and utilize water from both the American River and groundwater resources. As part of the MSR/SOI updates, Planwest documented current service levels, financial standing, governance structure, and the potential for reorganization. The information provided in these MSRs was utilized as part of reorganization discussions for SSWD and DPMWD.

Contact: José Henriquez, Executive Officer
Address: 1112 I Street, #100, Sacramento, CA 95814
Phone/Email: (916) 874-6458/ henriquezj@saccounty.gov
Completion: April 2024
Project Manager: Krystle (Heaney) Brogna, AICP
Documents: [Sacramento LAFCo MSRs](#)

El Dorado LAFCo Small to Medium Water and Wastewater Service Providers MSR/SOI Update

Planwest is currently working with El Dorado LAFCo staff on preparation of the Small to Medium Water and Wastewater Service Providers MSR/SOI Update. This update provides detailed service review for Georgetown Divide Public Utility District, South Tahoe Public Utility District, and Grizzly Flats Community Services District. Project tasks have included coordinating with agency staff on development and review of draft agency profiles, assessing the financial standing for each agency, and coordination with the El Dorado LAFCo subcommittee on review of the draft document. During preparation of the MSR, the Caldor fire severely impacted Grizzly Flats CSD, and South Tahoe PUD was impacted by both the Tamarack and Caldor fires. This required additional coordination with both districts to assess potential long-term impacts from the fires.

Contact: Erica Sanchez, Assistant Executive Officer
Address: 1190 Suncast Lane, Suite 11, El Dorado Hills, CA 95762
Phone/ Email: (530) 295-2707/ esanchez@edlafco.us
Completion: September 2022
Project Manager: Krystle (Heaney) Brogna, AICP
Document: [Sm-Med Water & Wastewater Providers MSR/SOI Update](#)

Planwest Statement of Qualifications for Interim Executive Officer Services

RATE SCHEDULE

Planwest would bill for these services based on the fee schedule and billing policies below.

PLANWEST PARTNERS HOURLY RATE SCHEDULE	
Staff Position	Rate Per Hour
Principal Planner	\$ 195.00
Senior Advisor	\$ 175.00
Senior Planner / Senior Analyst / Project Manager	\$ 160.00
GIS Manager	\$ 145.00
Associate Planner / Analyst	\$ 145.00
Assistant Planner / Services Specialist	\$ 125.00
GIS Analyst	\$ 125.00
Planning Technician	\$ 105.00
GIS Technician	\$ 105.00
Administrative Assistant	\$ 95.00
Planning Intern	\$ 85.00

Direct Expenses:

Mileage:	\$0.70 per mile or direct rental/insurance/fuel costs
Printing:	direct printing costs
Binding:	\$ 1.00 per binding
Postage:	current US Postal Service rates

Rates and expenses are subject to annual review and adjustment.

Colette Santsche

Partner/Principal Planner, AICP



Colette Santsche is a certified planner and partner at Planwest Partners with over ten years of experience working with business, nonprofits, government, and community efforts. Through her involvement with Local Agency Formation Commissions, Colette has experience navigating complex boundary change proposals and reorganizations that require a high level of involvement from affected agencies, stakeholders and members of the public. Her interest in community and economic development and organizational change management has expanded her involvement in strategic planning and outreach strategies. She has experience administering surveys, conducting interviews, and facilitating outreach activities to engage a variety of stakeholders and project partners.



Relevant Experience

- **Local Agency Formation Commission (LAFCo) Contract Staffing Services.** *Humboldt and Trinity LAFCos.* Serves as Executive Officer for Humboldt and Trinity LAFCos. Conducts special studies including municipal service reviews and sphere of influence updates involving inter-agency coordination; prepares agendas and staff reports for Commission meetings; and implements policies and procedures for carrying out LAFCo functions. Oversees application and petition processing and analysis for LAFCo action involving changes of governmental organization and reorganization, such as district fire district formations and annexations. Represents LAFCo at stakeholder meetings and makes presentations to LAFCo and other local governments at public hearings.
- **Regional Fire Services Municipal Service Reviews.** *Humboldt LAFCo.* Prepared a series of regional fire services municipal service reviews that included over 45 fire related districts and volunteer fire companies to identify shared trends relating to the adequacy, capacity, and cost of providing fire protection services in Humboldt County.
- **Fire Services Sustainability Technical Assistance.** *Humboldt LAFCo.* Part of a technical assistance team focused on sustainable community fire protection to address the lack of complete community coverage and sustainable revenue. Supported by funding from the Humboldt County Fire Chiefs Association through a portion of Measure Z funds, the technical assistance team meets weekly to support efforts to address the gap between local jurisdictional boundaries and where services are being demanded, as well as the lack of revenue to support increasing demand. Participates in meetings of the Board of Supervisors Fire Services Ad Hoc Committee to address service and funding needs, property tax sharing recommendations, policy changes, and identification of priority areas for annexation or consolidation.

EDUCATION

Humboldt State University, CA
B.S., Natural Resources Planning and Interpretation, Humboldt State University, 2008

TRAINING/PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners (AICP), 2018
HSU Leading Organizational and Community Change Courses, 2017
Humboldt Area Foundation, Cascadia Leadership Program, 2012
National Charrette Institute, Charrette System Certificate, 2011
Toastmasters, Former Area Governor
North Bay Rotaract, Charter Member

- **Rio Dell Fire Protection District Annexation/Consolidation.** *Humboldt LAFCo.* Assisted with technical assistance and coordination efforts between four different agencies which culminated in a consolidation proposal through the strategic use of Annexation. The action allowed the Rio Dell Fire Protection District to annex areas primarily served by the Scotia, Shively, and Redcrest Volunteer Fire Companies, and included the divestiture of fire protection powers by the Scotia Community Services District. The operations of the four fire departments were officially merged into one efficient, effective, and sustainable emergency services system.
- **East Plumas County Fire Reorganization.** *City of Portola.* Currently serving as Project Manager for a financial feasibility study that will result in a LAFCo application and election process for a new fire protection district formation effectively consolidating fire services provided by Beckwourth Fire Protection District, Sierra Valley Fire Protection District, City of Portola, and Gold Mountain Community Services District. The new fire protection district would be funded by property taxes and a new special tax that would require 2/3rds voter approval.
- **North Coast Resource Partnership.** *West Coast Watershed.* Serves as NCRP Consultant to provide technical assistance and support for several projects including: Regional Forest and Fire Capacity planning efforts outlined in the block grant between the NCRP and the California Department of Conservation, Humboldt Area Foundation (HAF) grant capacity assessment and planning, and NCRP disadvantaged community technical assistance and proposal support for DWR drought funding and Proposition 1 Integrated Regional Water Management (IRWM) Implementation Round 2 funding. As part of the fire capacity assessment and planning, currently overseeing a detailed needs assessment of all Tribal fire response programs, Tribal communities, small rural fire departments and protection districts via interviews, meetings, polls and surveys in the Humboldt (including Karuk Tribal territory that overlaps with Siskiyou County), Del Norte, and Trinity counties.
- **Crescent City Fire and Rescue 10-Year Financial Master Plan.** *City of Crescent City and Crescent Fire Protection District.* Served as project manager for the CCFR Financial Master Plan, which identified the department's current and projected fire and emergency service needs and associated costs with delivering services over a 10-year period. Facilitated a series of meetings with a 2x2 committee representing elected officials from the department's parent agencies, as well as a select group of officers to reflect on the long-term direction of the department. Developed an Action Plan and cost projections for achieving increased administrative capacity, enhanced volunteer staffing programs, and a long-term schedule for apparatus and equipment replacement.
- **Crescent Fire Protection District Benefit Assessment.** *Crescent Fire Protection District.* Assisted the Crescent Fire Protection District receive property owner support for a benefit assessment to support increased staffing and funding. Established a team to complete community polling and the required Engineer's Report. Oversaw the noticing and balloting process in accordance with Prop 218, including developing the necessary resolutions, ordinances, and staff reports. Prepared informational materials for community education and outreach, including ballot information guide, mailings, social media and website materials.
- **Fortuna Fire Strategic Planning and Benefit Assessment.** *Fortuna Fire Protection District.* Assisted the Fortuna Fire Protection District in identifying short- and long-term staffing and capital improvements to be funded by a benefit assessment. Prepared the basis of an engineer's report and oversaw the notice and balloting in accordance with Prop 218. The District received sufficient property owner approval and has since implemented a fire prevention program, volunteer staffing stipends, a sleeper program, and constructed a training facility for the benefit of Eel River fire departments.

Krystle Brogna, AICP

Senior Planner



Krystle Brogna is a Senior Planner for Planwest and provides support services for numerous LAFCo throughout the state from her location in El Dorado County. She currently provides Executive Officer services for Shasta LAFCo and clerking services for Humboldt and Trinity LAFCo which includes processing service extension and boundary change applications in addition to conducting regular MSR for cities and special districts. She has also assisted with MSR for numerous other LAFCos including Sacramento, Sonoma, El Dorado, Marin, Contra Costa, and San Diego.



Ms. Brogna also provides environmental planning services for LAFCos and other Planwest clients. She is well versed in CEQA regulations and stays up to date on current practices. She has prepared Addendums for an out of area service request and a city boundary change in Humboldt County. She has worked collaboratively with local governments and districts, State and federal regulatory agencies, and community groups on a variety of projects including CEQA environmental review, coastal development permitting requirements, waste discharge requirements documentation, and prohibited pesticide use exemption applications. Due to this experience, she is well-versed in the environmental analysis processes, permitting, and community engagement activities that coincide with LAFCo processes.

As a Senior Planner for Planwest, Ms. Brogna is responsible for managing projects, onboarding and training new staff, preparing and reviewing invoices, and coordination with clients. She has participated in leadership training and regularly coordinates with company Principals on staffing and project proposals.

Relevant Project Experience

- Shasta LAFCo Executive Officer Services

Ms. Brogna is the current Executive Officer for Shasta LAFCo and is responsible for managing the Commission's finances, holding Executive Committee meetings, running regular Commission meetings, coordinating with special districts, and participating with CALAFCO on the Commissions behalf. She has also recently managed the completion of the City of Anderson MSR/SOI Update and reviewed MSR for the City of Shasta Lake and the proposed Shasta FPD. Services reviewed include water, wastewater, flood control, fire/ emergency response, and mosquito abatement activities. These MSR have included regular contact with agency and county staff to collect information and review draft documents.

- Trinity LAFCo Clerking and Analyst Services

Ms. Brogna is the current clerk for Trinity LAFCo and has worked on several MSR for Trinity LAFCo including Post Mountain PUD, Weaverville CSD, Ruth Lake CSD, and Hayfork FPD. She regularly prepares staff reports, communicates with Commissioners regarding upcoming meetings, and trains new staff on LAFCo processes. She is also responsible for regularly updating the Trinity LAFCo website and is proficient with the WordPress webpage platform.

EDUCATION

CSU Sacramento
B.A. – Physical Geography, 2013

TRAINING/PROFESSIONAL AFFILIATIONS

CALAFCO Annual Workshop
Session Panelist – 2025

Association of Environmental Professionals
(AEP) Annual Conference
Session Panelist - 2023

California Planning Roundtable Leadership
Academy – 2022

American Institute of Certified Planners
Certified November 2020

American Planning Association
Member Since 2019

AEP Intermediate CEQA Workshop – 2021

AEP Advanced CEQA Workshop – 2020

CALAFCOU: Deep Dive into MSR – 2019

- Humboldt LAFCo Clerking and Analyst Services
Ms. Brogna is the current clerk for Humboldt LAFCo and regularly processes requests for information, out of boundary service requests, and boundary change applications. She also oversees the preparation of municipal service reviews for cities and agencies throughout the county. Recent MSR's include the City of Arcata, City of Fortuna, City of Trinidad, and several small community services districts supplying water and wastewater services to area residents such as Manila CSD. She regularly prepares staff reports, assists with invoicing and budget tracking, and updates the Commission website with meeting documents and project specific information.
- El Dorado LAFCo Municipal Service Reviews
Ms. Brogna managed the preparation of the Small to Medium Water and Wastewater Purveyors MSR/SOI Update which included Georgetown Divide PUD, South Tahoe PUD, and Grizzley Flats CSD. The project was complicated by the Caldor Fire that occurred in 2021 and almost completely destroyed the Grizzley Flat area. The MSR was able to effectively discuss the effects of the fire on the CSD and the steps the District was taking towards recovery. Ms. Brogna also managed the Cities and CSD MSR which included the Cameron Park CSD, City of Placerville, and City of South Lake Tahoe. As part of this process Ms. Brogna also prepared an in depth memo regarding SOI changes which included analysis of El Dorado LAFCo policies, county and city policies, and CEQA requirements.
- Beckwourth Peak Fire Protection District Formation
Planwest, with assistance from RSG, was retained to prepare a feasibility study and plan for services for the formation of a new regional fire protection district in eastern Plumas County. The project included regular stakeholder meetings, coordination with four existing fire services providers, development of material to support an application to LAFCo along with a special tax measure to provide funding for the new district. Ms. Brogna assisted with developing the feasibility study/ plan for services including document template creation, and drafting background information and formation process sections.
- Contra Costa LAFCo Municipal Service Reviews
Contra Costa LAFCo retained Planwest to conduct the 2nd Round Cemetery Services MSR/SOI update in 2021 which included Alamo-Lafayette Cemetery District and Byron Brentwood Knightsen Union Cemetery District. Ms. Brogna was responsible for data collection, coordination with district staff, services analysis, and report preparation.
- Sonoma LAFCo Municipal Service Reviews
Ms. Brogna managed the preparation of the Timber Cove County Water District MSR in 2020. This review was completed at the request of the District and included a water services rate comparison analysis. Ms. Brogna coordinated with District staff and board members, participated in internal coordination meetings, and presented the draft document to the commission during the public hearing.
- San Diego LAFCo Municipal Service Reviews
San Diego LAFCo retained Planwest in 2019 to conduct several MSR's including the City of Poway and Ramona Municipal Water District MSR/SOI updates. Ms. Brogna was responsible for development of the draft Ramona MWD MSR which included a review of water, wastewater, fire/ emergency response, and parks and recreation services. This included coordination with District staff, CalFire, and a non-profit organization responsible for overseeing park services. Ms. Brogna provided analysis of all services provided by the District and identified service and financial trends.
- Marin LAFCo Municipal Service Reviews
Marin LAFCo retained Planwest in 2018 to conduct the San Rafael and Novato Regional MSR/SOI updates. Ms. Brogna was responsible for data collection, coordination with district staff, services analysis, and report preparation for a number of small dependent and independent special districts in the area. Services included landscaping, road maintenance, dredging activities, fire/ emergency response, parks and recreation, wastewater, street lighting, and others.

Sarah Wickman
Associate Planner



Sarah Wickman is an Associate Planner with Planwest Partners Inc. She has over eight years of experience working with national, state, private, and local agencies on resource management, community engagement, and planning projects. Sarah has expertise in resource management, stakeholder outreach, and environmental compliance subject to the California Environmental Quality Act (CEQA).

She has worked on the development of Municipal Service Review (MSR)/Sphere of Influence (SOI) updates in multiple counties including Contra Costa, Del Norte, El Dorado, Humboldt, and Shasta. Her planning experience includes the preparation and processing of planning documents, environmental permits, environmental impact reports, policy analysis, and implementation plans.



Relevant Project Experience

- **El Dorado County Targeted Fire Protection District MSR**
Prepared a targeted MSR for five fire protection districts (FPDs) in El Dorado County which analyzed each FPD for service capacity, response times, infrastructure needs, governance, and financial performance. Led coordination with fire district staff to collect detailed operational and fiscal data, including call volumes, staffing levels, apparatus inventories, and multi-year budgets.
- **Humboldt Bay Municipal Water District MSR**
Drafted the MSR for the Humboldt Bay Municipal Water District, evaluating the district’s governance, water supply reliability, infrastructure capacity, and financial stability. Conducted in-depth research and collaborated with district staff to gather and analyze data on water sources, treatment and delivery systems, customer service areas, and long-term planning efforts. Assessed compliance with regulatory requirements and regional water management goals, and developed strategic recommendations to enhance operational efficiency, interagency collaboration, and resiliency in the face of climate change and evolving demand.
- **Contra Costa County Miscellaneous County Service Area MSR**
Drafted the Contra Costa County Miscellaneous County Service Area (CSA) MSR evaluating governance structures, service delivery, infrastructure needs, and fiscal sustainability for 15 CSAs providing a variety of community services including drainage, ferry, transit, street lighting, police, and libraries. Conducted detailed analysis of agency-specific data, budgets, and demographic trends, and developed written SOI and MSR determinations in compliance with LAFCo and state requirements. Coordinated directly with CSA staff and Contra Costa County departments (including Public Works, Library Services, and the Sheriff’s Office) to collect and synthesize operational, financial, and infrastructure data across multiple service areas.

EDUCATION

Humboldt State University
Marine Biology BS
Environmental Ethics minor
2015

Middlebury Institute of International
Studies in Monterey
International Environmental Policy MA
Ocean and Coastal Resources emphasis
2022

TRAINING/PROFESSIONAL AFFILIATIONS

People and Culture Coordinator for
Monterey Bay and Silicon Valley
Chapter Board of Directors,
Association of Environmental
Professionals
2023-Present
Member, Association of Environmental
Professionals
2023-Present

Louis Choy
GIS Analyst



Louis Choy is a GIS Technician for Planwest and provides GIS services for numerous LAFCoS throughout the state, creating maps and conducting spatial analysis for annexations, municipal service reviews, general plan updates, and other services. Prior to Planwest, he was an Americorps fellow with the Marin County Fire Department FIRE Foundry, creating web maps to show project sites and a wildfire suitability model to showcase risk reduction of fuels projects. He is also a GIS volunteer with Seaside Sustainability creating web applications for a beach cleanup program and is currently learning programming and scripting for GIS.

EDUCATION

UC San Diego
B.S. – Ecology, Behavior and Evolution
2023

TRAINING/PROFESSIONAL AFFILIATIONS

ESRI Training Courses

Member, Urban Regional Information
Systems Association (URISA)
2024-Present

Relevant Project Experience

- Shasta LAFCo

Louis has been responsible for creating maps and geographic descriptions for fire protection districts and cemetery districts within Shasta County. Louis has currently been drafting maps for County Service Area #1 to showcase the current boundary and land use, as well as creating geographic descriptions for the consolidations of Fall River Valley FPD and South Shasta Cemetery District.

- Del Norte LAFCo

Louis recently created maps showcasing the Smith River FPD annexation of approximately 481 acres of territory within the District's goodwill response area, as well as a draft geographic description of the annexation.

- Humboldt LAFCo

Louis is currently assisting with map creation and geographic descriptions of Arcata FPD's annexation of approximately 3,561 acres of land within the District's goodwill response area. This annexation was proposed to establish ongoing funding and to define a contiguous fire district coverage between Arcata FPD and Kneeland FPD. Louis is also assisting Humboldt Bay Municipal Water District by creating maps of population and income levels of the District.

- Trinity LAFCo

Louis is currently drafting maps for the regional MSR/SOI Update covering Douglas City CSD, Lewiston CSD, Junction City FPD, and Weaverville FPD in Trinity County. This update details the unique challenges of providing fire services in a rural, mountainous, wildfire-prone area and is revising district spheres to more accurately reflect response areas.

- Nevada County Consolidated Fire

Louis is helping Nevada County Consolidated Fire create a property tax exchange that addresses the revenue needs of Penn Valley FPD, Ophir Hil FPD, Rough and Ready FPD, and Nevada County Consolidated Fire.